

The University of British Columbia

Review of the University of British Columbia Library

Report of the Review Committee

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Introduction

Our assignment has been to evaluate the University of British Columbia (UBC) library under its leadership of the past five years. We are grateful for the comprehensive Self Study and appendixes as well as the opportunity to speak in person with about one hundred stakeholders and campus leaders. The seriousness of the effort to have us see the whole picture is suggested by the fact that our number of informants exceeded the number of UBC librarians. Fortunately, our time with librarians was generous. We also met with a large number of library staff, students, faculty, library administrators, external library supporters, and leaders of extra-mural organizations. Many members of the library staff as well as faculty, librarians, and others took the time to write long and thoughtful letters. Indeed, the number of letters received was surprising to us as was the consistency of comments about the library both negative and positive.

The bookends of the Terms of Reference seem to us the most important matters: Governance and Administration (1) and Future Development (8). We will touch upon the other six topics that are middle terms but in most cases we see no need to add to the sound description prepared for us. We will highlight three related elements that seem crucial to success: the senior management team, the financial resources they deploy, and staff morale aligned with the example they set.

We want to be clear that the library and the library staff have many accomplishments in which they should take great pride. We cannot begin to list all of those, and we are certain we did not, in fact, learn about all of them. We heard much praise about the library from users and internally when discussing services, collections, and facilities, and we describe below some of the points made to us.

Common Knowledge at UBC

- There is great pride in the UBC library from users and internally when discussing services, collections, and facilities, but there is also great interest in finding better practices than the campus now enjoys. Finding even more ways to showcase the collections through exhibits is one of these points of agreement. Special collections should be integrated into the research and scholarly work of librarians, including the scholarly research required to curate exhibitions and the accompanying catalogs.
- A case in point of success in this area: the library has excelled in providing Aboriginal library services and in its work with the faculty to secure and provide access to important collections. In many ways, it is leading the way for British Columbia (BC) and Canadian libraries working with First Nation communities in terms of privacy and respect for the people and their documentary heritage. The First Nations' collections work has also been important in pioneering legal scholarship on land ownership issues.
- The Music library move might have been handled more effectively in terms of early consultation with the faculty. However, the end result appears to have improved services for faculty and students and was viewed very positively by most of the people with whom we spoke.
- The campus takes for granted the success of the Automated Storage Retrieval System (ASRS). We were impressed by its integration into special collections and general collections.
- The relationship with donors appears excellent, and the library board members are informed, engaged, supportive, and true friends of the library. This group represents a great opportunity to build support for the library and its academic mission.
- The UBC library has been a leader in Canada in dealing with the copyright landscape post Bill C11 and following the Supreme Court decisions of 2012. The University Librarian's (UL) long experience in government can continue to help the library and UBC have an impact nationally and internationally in such policy matters.
- The UL's experience in government can only be positive for the library, UBC as an institution, and Canada. The impact she has had on the reputation of UBC and the UBC library cannot be overstated.
- The Library PARC facility currently under construction will be enormously beneficial in many ways in housing important collections, preserving those collections, and providing space for student experience. This state of art environmentally controlled facility will provide important intermediate storage for legacy research collections that should be preserved and continue to be easily accessible to support research at UBC.
- The Irving K. Barber Learning Centre (IKBLC) and the Koerner library are striking facilities and would be welcome on any North American campus. Students and faculty with whom we met were universal in their praise. The facilities appear to be used at capacity. The library has tentative plans to reconfigure floors in Koerner once the PARC facility opens to increase study space, which again, would appear to be welcomed by students and contribute to the student experience in a very positive way. However, planning for this change in the organization of collections will require extensive consultation with faculty whose research and teaching may be affected. The plans for Koerner space should not come as a surprise to faculty or to the library staff at large as appears to have happened with other recent projects.

- In terms of larger scale administrative actions, the formation of a digital initiatives unit is a very important development. Some service and desk consolidations have been successful. However, it is critical that ways be found to engage library staff and faculty generally in setting the strategic directions of the library and obtaining wider articulation of and support for the directions the library is taking. Many people who communicated with us do not understand the direction of the UBC library or the larger vision behind decisions that are made, even when they see the importance of initiatives such as the digital unit.
- Students cheer the Library on. We were very impressed with the Student Library Advisory Board members with whom we met. Student appreciation of the library was not confined to arts and humanities. Students in the sciences also valued great space, excellent collections, and the instructional sessions provided by librarians. Clearly the students with whom we met were engaged and understood and valued the roles of librarians in helping them develop information skills. Having such a great group of students engaged as advisors is a wonderful opportunity for the UL and the executive team, and we urge that they take full advantage of the input, advice, and support this group can provide.
- The UBC library has already moved forward in many positive ways in developing a new array of services that meet the teaching, learning and research needs of the UBC community. As one prominent faculty member said, “the Library has the right vision.”

Our Observations

UBC is not an island. All peer libraries across North America have similar stories to tell about financial stress in the Great Recession; the movement toward digital and networked solutions for research needs; the rise of centralized shared services in IT, finance, and HR; teaching outside conventional classrooms; new storage schemes for books and other analog collections; faculty visiting physical libraries less frequently while their students make these libraries their second home; skirmishes over intellectual property and copyright; and global engagement on a scale not seen before. We would be surprised if UBC was not struggling with the consequences of these changes. Tensions over the transitions animate our libraries as well as yours; our leadership is questioned, routinely if not as widely, on our campuses.

In the research library world there is some truth to Tolstoy's famous observation, "Happy families are all alike; every unhappy family is unhappy in its own way." The UBC library has never resembled a happy family in the decade and more we have been watching. It has, we repeat for emphasis, set high standards for creative solutions, ranging from facility development to intellectual property. We admire this record and saw strengths confirmed during our visit. However, based on what we could learn from three days, the paths to career frustration have grown more numerous, making many highly competent and dedicated people feel trapped in their career and fearful for the future both personally and institutionally.

The heart of the matter is leadership by a team of rivals rather than a team noted for its adherence to the common good. Rivalry in a cabinet may accomplish great things. Features we admire in the UBC library may, indeed, stem from advocates with sharp elbows. But surely all of the progress to be derived from that approach has been achieved and it is long past time to change both behavior behind closed doors and in front of the staff eagerly looking for direction and leadership.

In some ways, when the current UL became the leader, there was a perfect storm affecting her tenure as UL. She was a candidate for president of the major international library organization, IFLA, which was known before she accepted the UL position. She was elected shortly after accepting the UL position. That was a major personal and institutional, multi-year commitment. At almost the same time, there was a major budget cut and retrenchment in the library at a level that would have created serious disruption and morale issues in any of our libraries. Thus we make the following points which are based on our conversations with more than one hundred people and the many letters we received; but we believe it is important to note that much of this may be attributable to the perfect storm of events, much of which was not under the UL's control.

1. There is an ethos among some top managers that diverts meetings to determine the common good into an effort to secure resources for their own portfolios. We heard from observers at several levels that civility by some members of the executive group, and throughout the library, is in decline and that modeling bad behavior was increasingly noticed. One-on-one, these top managers are far more effective. Many have excellent reputations outside of the UBC library. It is imperative that they work together as a team under the UL.
2. Library management has become less than the sum of its parts and in seeking to compensate for this, it has acquired too many parts. Budgetary supervision is one aspect of this. There is a strong sense in the library that some decisions are made by financial staff inappropriately. In our investigation, this proved not to be true. However, the widespread perception creates misunderstandings and lack of trust that decisions are being made by the professional library leadership.

3. When the library was found to have a structural deficit several years ago, and a decision was made to cut expenditures to bring the budget into balance, the budget became the engine, and policy the caboose, not on every issue but on enough, that professional librarian judgments seem to have been marginalized in several critical areas, including decisions in Collection Development and staffing. Again, we are certain this is not intended, but it is a widespread perception that should be addressed. This is exacerbated by the perception among many internally and externally that the library finance department working with the Office of the Provost is actually making all decisions.
4. Related to this is apparent confusion at all levels of the library about the respective roles of the UL, the Deputy UL, and the Executive Leadership groups, as well as individual AULs and the head of Finance. Those roles need to be clarified both for the individuals and throughout the library. Clear lines for accountability throughout the organization need to be established as well, including financial reporting lines to the Office of the Provost.
5. Visible presence of managers falls short of staff expectations for contact and encouragement.
6. Centralization of shared services, IT and finance especially, a movement not under the Library's full control, unfairly sends the message that Library management is adrift or that control of key elements of the functioning of any library has been removed from control of the library CEO and her team.
7. The important global role of the UL is not translating as well to troops on the ground here as we expected. We do not understand why the cultural outreach rightly celebrated under the current administration, First Nations initiatives for example, has not been followed in other cases, such as developing a strong partnership with Vantage College, where the library has been slow to find a role.
8. A new committee system is yet to show signs of life and a workplace culture study suggesting this and other wise structural changes seems not to have gotten very far in nearly a year. It is critical that the new committee structure be put in place immediately. It will not be sufficient, however, simply to appoint the committees. The UL, DUL, and AULs must be seen to be engaged as a team with these groups in appropriate ways, considering their advice and respecting their role, and evaluating their effectiveness. They must not be allowed to drift. Clarification of roles, responsibilities and expectations is vital to the committee infrastructure success.
9. Zest and creativity in local units is commonly bottled up and does not flow outward as it should. UBC is an anhedonic workplace, at least when projects linked to other units come into view. Students and faculty are more animated about the Library in its full services than librarians and library staff working there. That is a worrisome commentary on any organization and should be addressed immediately. It is not something, however, that can be solved by administrators acting alone. All staff must take ownership of the problem and resolve to work together to change the culture, a culture that predates the current UL and most administrators.
10. The Library is not being treated well in UBC's budget model, in part because it does not have enrolled students, but students who fill every seat and clamor for instruction on how to better use information. A decline in the purchasing power of the Collections budget is an equally serious problem, as is positions not filled on the operations side.
11. Collections, electronic and print, are at the heart of the ability of the library to support learning and research. We believe that the UBC library is significantly underfunded in the collections

budget to provide the access needed for a top research university. We were impressed that UBC has made the transition to electronic access with over 75% of its collections budget being

spent on electronic collections. (We would note that in some disciplines and languages print does remain important and will for the foreseeable future.) UBC has been hit by the dramatic drop in the value of the Canadian dollar coupled with the unrelenting increases in the cost of scholarly communication. The library spends over \$2 million per year on a license for a major STEM publisher as an example. That license is negotiated through a national consortium that leverages the purchasing power of all Canadian universities to obtain the best possible financial terms and licensing terms. Yet, the UBC cost will continue to grow at over 3% per year, perhaps as high as 4% for this essential content. Meanwhile the library has only been receiving a collections increase of 2% annually, a real cut in its purchasing power every year. It now ranks 78 among Association of Research Libraries (ARL) institutions in expenditures on collections per student, 91 in expenditures per faculty member, 63 in total expenditures per student, and 77 in total expenditures per faculty member. We recommend that the library collection development and finance departments work together to provide an analysis of the collections budget, including a comparison with peers, for presentation to the university administration in order to understand at what level the collections budget should be funded in a university serving the diverse research needs of UBC.

12. Long-term acting positions are problematic, particularly for rare books and special collections. We were not able to discern fully the reasons for long-term acting roles; more importantly, the staff do not understand the reasons. There are times in an organization when such temporary roles make sense, but staff must understand the reasoning behind, and the long-term intent for acting positions. That is particularly true for special collections which, in libraries such as UBC, are core to the 21st Century library. The administration and leadership of those collections should not continue to languish.
13. Many staff said they “really enjoyed working in the library” and so we are optimistic that the deep morale issues that were described to us by many can be resolved through leadership by the UL and by the executive team, and by a commitment from all employees to work together to change the behaviors that result in the morale issues. We believe that the executive team and the UL must take ownership of these issues and seek together ways to fix them. As noted above, we also believe that the senior leadership group cannot do it alone. There must be commitment from all categories of employees to take ownership of the cultural malaise and to work together to create positive change. We emphasize that this should be the top priority of the UL and the executive team; but for change to be successful, it must also be a priority for every library employee.
14. We heard significant concern about the ability of the library to meet the information needs of health sciences faculty, MD students, and residents in the affiliated hospitals, particularly with the closing by the library of two hospital libraries. While we believe closing those libraries was the best decision regarding use of scarce resources, we are less convinced that a plan is in place to provide adequately for the information needs of the students and faculty embedded in those hospitals. We also recognize that the staffing shortages in the library may mean it simply cannot support many of the needs of these students and faculty, particularly in terms of direct learning and research support, given their numbers and their distance from the central campus. However, this is an area that the library should review carefully given the importance of medical education and research at UBC.

Paths Forward

1. The UL needs to be more deeply engaged inside the library now that her term as IFLA president is at an end. We will address this further at the end of the report.
2. Communication within the library and with faculty is not working in many instances and is an issue that needs further exploration. The role of the library communication office in this is unclear to us; however, whatever that role, it is an issue the UL must ultimately make a top priority by setting the example and leading the way.
3. To its credit, the library administration recognized the serious issues around communication and what we identify as a culture of persistent negativity within the library that, again, many people have told us is long-standing and preceded the UL's appointment. The library leadership team engaged an internationally recognized team of consultants with deep expertise and experience in just these organizational problems to help address these issues. We enthusiastically endorse the recommendations of those consultants. The road map they proposed to address these issues is as compelling today as it was in the fall of 2013 when the report was written. There were a couple of meetings to follow-up, the last in May 2014. We urge renewed and immediate effort to implement the recommendations and address these issues. It is essential that the UL provide personal leadership in this area and that all of her direct reports champion and commit to the transformation of the operating culture of the library which will in the end benefit all employees of the library, and more importantly, benefit the students and faculty who depend on the library.
4. Related to the morale and culture of negativity issue is a perception that many librarians and other staff, especially recent hires, are leaving the library and talent is being lost. We were not able to confirm this completely, but some data we were given does seem to indicate greater than normal turnover. We urge the senior leadership to look carefully at this issue, and if it is true, take immediate steps to solve the problem. We recommend immediately implementing exit interviews by a trusted and neutral person, with reports on the results to the UL and to the executive leadership group.
5. The library has addressed its budget problems by eliminating positions through attrition. We understand and agree with the reasoning behind this approach. However, it has meant that some units are understaffed while others may, in fact, be overstaffed. We strongly recommend that the library develop a comprehensive staffing plan. The plan should look at current allocations to see if they fit the strategic needs and requirements of the library. It should address critical staffing needs that may require new resources. Finally, it should look at whether some staff resources need to be reallocated and develop a plan for retraining and developing new skills among existing staff. The latter is never easy; however, we detected a strong desire among most of the staff with whom we spoke to look at such issues and a commitment to embrace positive and well articulated change.
6. Relationship building with faculty members and the faculties and departments in areas such as consolidation of libraries, services, and collections needs attention. This is something that should be a core part of the work of the AULs with constant reporting back to the UL.
7. The UBC library as part of a great research institution should be a leader working with faculty in data storage, development of data management plans, and many other areas. We could not find evidence, although we may have missed it, that the library has any focused efforts to develop expertise and services in this critical area. A great 21st century library, if it is to meet the needs of a research institution, must build technical expertise, and more importantly expertise to work

with faculty on data management and preservation. We address other technology issues in more detail below.

8. The UBC library needs to pay more attention to building strong relationships to the Asian community through its Asian library. The hiring of a new head of that library provides an important opportunity, but the UL will need to be involved deeply in initiatives.
9. As already noted, work with Vantage College does not seem to have been a priority with the library, and the library seems not to have paid sufficient attention to the opportunity presented by Vantage College. The leadership team should explore this important opportunity and address proactively the needs of Vantage College, its students, and its faculty for library services and information access including providing specialized discovery tools and skills training.
10. A more robust partnership with the Library School may be an area that could benefit the library as well as graduate education in information and library science. Many ARL libraries with an iSchool or Library School on campus have such partnerships in information research and in supporting graduate students and helping train and mentor them.
11. The Senate Library Committee and student advisory committee seem engaged and supportive. The library administration could benefit enormously by more engagement with these groups, however. They offer a great opportunity for the UL to develop more and deeper relationships with faculty and students.
12. Good will with external consortial partners could be improved by paying more attention to the mechanisms through which the library engages with these groups. This includes the Vancouver library and Okanagan library speaking with one voice with regard to local, provincial and regional initiatives. The UBC Library should be, as one of the U5 libraries, a leader in Canada in finding Canadian solutions to issues of scholarly communication and discovery. We were somewhat dismayed to learn from external consortial leaders that their perception is that the UBC Vancouver library seems only interested in bottom line issues and not interested in partnerships that further access to information for all citizens of BC and Canada, to improve discovery for all scholars, and to create positive change in the scholarly communication chain. We do not, in fact, believe this view is correct; but, again, it is a perception that was communicated to us by several external library leaders. For many reasons including the attraction of the best and brightest to its staff, the library does need to be seen as a leader in these issues. The perception that its only concern is the financial bottom line, important as that may be, is damaging to the library and the university since both need external partnerships to thrive in the long-term. We believe this is largely a communication problem. We heard again the comment from external library leaders that the Library Finance Department is operating outside its realm of expertise and authority in making decisions that should be within the purview of professional librarians.

Library Information Technology

Because information technology is critical to the 21st Century library and embedded in all aspects of its operations, we are providing a separate section to discuss information technology in the UBC library. We make several points below. However, given the importance of information, we are not at all certain we have understood or addressed all of the issues related to information technology.

1. There is a great deal of angst within the library regarding the decision to move much of the library IT operations to central IT. We recognize this is being done in some other universities and certainly within UBC. The IT staff with whom we met seem dedicated to making this new relationship work. Library staff should recognize that this decision was not made only by the UL or the Exec and that the library must learn to work effectively and with good will to make this arrangement work well for faculty and students. Central IT and the university administration must also recognize that information technologies are the underpinning of the 21st century library and 21st century librarianship. The role of the librarian in making decisions regarding technology to provide any time and any place discovery and access is essential to developing library services in this century.
2. Many librarians and library staff are concerned that under the new arrangements little or no attention is being given to critical library technology issues such as fixes to the library Integrated Library System (ILS) that are essential to the daily work of library staff and users. They see needed software upgrades and implementation of other critical tools languishing, or at least they don't understand the status of or even the process for getting such work done. While we could not explore this matter in a deep way, we were struck by the number of times it came up. As just one example, most ARL libraries have a librarian dedicated to managing the ILS, looking at the software as it impacts operations and discovery, and planning for new systems. As far as we could tell, this critical function is absent in the UBC library.
3. We strongly recommend that a Service Level Agreement and Operating Agreement between the library and central IT be signed as soon as possible, and that library staff be informed about the agreement and the expectations. We also recommend that an Information Technology plan be developed to provide a roadmap for the library to move forward in this critical area.
4. The fact that a link to the library website is not on the university webpage is problematic in terms of access to a major discovery tool for students and faculty, but it is also seen as symbolic and should be corrected. At many ARL libraries the Library webpage is the second most visited page, after the university home page. The fact that it is very difficult to find the library link when entering through the university home page is disturbing. More importantly, however, there seems to be a lack of recognition that the library website is not there for public relations purposes. It is a discovery tool; indeed, it has been said that the library website is the most important discovery tool. Further, as far as we could tell, no professional librarian is responsible for managing and upgrading the library website. One person said to us that "they think it is done and just a static thing." A library website as a discovery tool is never done; it is always a work in progress.

Conclusion

In its final pages, the Self Study lays out several “New Directions and Initiatives” These are sensible points, but we believe that the above observations coupled with our recommendations form a more pressing agenda. We agree with the closing observation of the Self Study that addressing the issues of *People and Culture* is where UBC’s focus should be. We also commend the UL leadership team for taking the library through crucial first steps in addressing these ingrained challenges on their campus. These were not mis-steps, but they will be judged this way if the library community does not understand that they have a role in mid-course corrections and that the pace will inevitably quicken.

In summary we strongly recommend as noted earlier that the UL become internally focused now that her international obligations are fewer. The library staff is eager for her attention and engagement with them to address together the challenges and opportunities facing this and other research libraries. As has already been noted, the internal poor morale, the “culture of negativity,” and the perception, which we believe to be real, of dysfunction and disarray within the executive leadership team must be addressed immediately by the UL, the DUL, and the AULs working together. We cannot in three days provide a blueprint for how to solve these problems. We are not certain that we even understand at a deep level all of the issues, particularly given the history that pre-dates the current administration. We do know, however, that solving them is essential for the library and the university, and that doing so will require hard work and hands-on leadership and commitment from everyone in the library, but especially from the University Librarian, from the Executive Leadership group, and from the middle manager or department head group, all working together toward common goals. We believe there is a solid base of excellent facilities, services, and collections; dedicated expert staff; and excellent individual leaders including the UL, DUL, and AULs who, working together, can help the UBC library achieve a new level of excellence to support research and learning at UBC.

Respectfully submitted,

The University of British Columbia Library External Review Committee

Larry Alford, Chief Librarian, University of Toronto Libraries
C. Colleen Cook, Trenholme Dean of the Library, McGill University
Thomas C. Leonard, Kenneth & Dorothy Hill University Librarian, University of California,
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APPENDIX A

UBC Library Review: Terms of Reference

Purpose: To evaluate the operation, management, and service role of the UBC Library with emphasis on its achievements, the scope and balance of its various functions, the effectiveness of its leadership and administration, and the opportunities and challenges it faces in the future.

Terms of Reference:

Without limiting its overall mandate, the review team should consider the following:

1. **Governance and administration:** The reviewers should evaluate the organizational structure of the Library, to determine whether it is appropriate to the Library's needs and best serves the University's interests.
2. **Provision of services:** How well is the Library meeting the needs and expectations of the University community? Are collections and services adequate to support the University's mission with respect to teaching, learning, and research?
3. **Leadership and administration:** How effective is the overall leadership of the University Librarian and the senior management team? In what ways, and to what effect, does the administration consult with Library staff and users? What steps has senior administration taken to strengthen the Library's reputation nationally and internationally?
4. **Infrastructure and resources:** The reviewers should consider the physical and financial resources of the Library, including its space, teaching facilities, equipment, and financial base. Is the Library adequately resourced to support innovation in learning and research, and to develop collections in support of new academic programs?
5. **Internal and external relationships:** The review should examine the relationship between the various branches of the Library system, including UBC Vancouver, UBC Okanagan, the hospitals, and the "satellite" libraries that are part of the system. The review should also evaluate the working relationship of the Library with academic faculties, departments, institutes, and centres, to determine how effectively the Library is meeting their needs.
6. **Community engagement:** In what ways, and how effectively, is UBC Library engaging with the broader community in British Columbia and beyond? What role is it playing in lifelong learning locally, nationally, and internationally?
7. **Operations:** The reviewers should consider the daily operations of the Library in terms of efficiency, working conditions, and staff morale. Are the physical spaces occupied by the Library appropriately serviced and maintained? How does the Library implement the University's employment and education equity policies?
8. **Future development:** The review should identify the challenges and opportunities facing the Library, and make recommendations concerning possible directions for its future growth and development.

APPENDIX B

REVIEW OF UBC LIBRARY: ITINERARY
On-site visit, November 17-18-19, 2014

Monday, 17 November		
7:20	<i>Drive to UBC</i>	
8:00– 9:00	<i>Breakfast meeting:</i> David Farrar, Provost and VP Academic Angela Redish, Vice Provost, Assoc. VP Enrolment & Academic Facilities	Rm 753, Koerner Library 7 th Floor
9:00 -10:00	Ingrid Parent, University Librarian	
10:00 – 11:15	<i>Tour of UBC Library:</i> Simon Neame, Assoc. Univ. Librarian & Director, IKBLC	Koerner and IKBLC
11:15 – 11:30	<i>Break</i>	
11:30 – 12 30	<i>Library Executive Team</i> Allan Bell, Associate University Librarian Simon Neame, Associate University Librarian Jo Anne Newyear Ramirez, Associate University Librarian Rue Ramirez, Associate University Librarian Lea Starr, Associate University Librarian Jean-Paul Eidsvik, Director of Finance and Facilities Linda Ong, Director Communications Ina Reiche, Director, Human Resources	Room 753, Koerner Library 7 th Floor
12:30 – 1:30	<i>Lunch meeting: VPs, AVPs, and Deans/Deans' delegates</i> Pam Ratner, Sr. Assoc. Dean, Administration & Innovation, Faculty of Education Charles Shuler, Dean, Faculty of Dentistry Peter Marshall, Assoc. Dean, Undergraduate Studies, Faculty of Forestry Larry Walker, Assoc. Dean, Policy and Program Review, Faculty of Graduate and Postdoctoral Studies David Kitts, Assoc. Dean, Research, Faculty of Land & Food Systems Carol Naylor, Acting Director, Centre for Student Involvement & Careers, Office of the VP Students Rachel Kuske, Senior Advisor on Women Faculty, Office of the Provost & VP Academic Hugh Brock, Interim Vice-Provost and AVP Academic Affairs, and Associate Provost Academic Innovation	
1:30 – 1:45	<i>Break</i>	

1:45 – 2:30	<p><i>Library Operations Team (1)</i> Aleteia Greenwood, Head, Woodward Library Ann Doyle, Head, Xwy7xwa Library Bronwen Sprout, Digital Initiatives Coordinator Chris Ball, Head, Education Library Chris Hives, University Archivist Christina Sylka, Acting Head, David Lam Library Doug Brigham, Acting Head, Technical Services Ellen George, Acting Head, HSS Division (Koerner Library)</p>	
2:30 – 3:15	<p><i>Library Operations Team (2)</i> Hana Kim, Head, Asian Library Jeremy Buhler, Assessment Librarian, IKBLC Lynne Gamache, Acting Head, Borrower Services (Koerner) Paul Joseph, Systems Librarian, IKBLC Sandra Wilkins, Head, Law Library Vanessa Kam, Acting Head, Music, Art & Architecture (IKBLC) Robert Janke, Deputy Chief Librarian, Okanagan Campus (via video)</p>	
3:15 – 3:45	<p><i>Development and Alumni</i> Ana-Maria Hobrough, Senior Director, Campus-Based Fundraising Leslie Fields, Director of Development, IKBLC</p>	
3:45 – 4:00	<i>Break</i>	
4:00 – 4:45	<p><i>Budget and Resourcing</i> Jenny Lum, Director of Finance, Provost’s Office Jean-Paul Eidsvik, Director of Finance, UBC Library Melody Burton, Deputy University Librarian</p>	
4:45 – 5:15	<p><i>Space and Facilities</i> John Metras, Managing Director, Infrastructure Development Catherine Alkenbrack, Director, Facilities Planning</p>	
5:15 – 5:30	<p><i>SLAIS</i> Caroline Haythornthwaite, Director</p>	

Tuesday, 18 November		
8:15	<i>Drive to UBC</i>	
9:00– 9:45	<i>Senate Library Committee</i> Lawrence Burr, Medicine, current Chair, Senate Library Committee Anne Kessler, Arts, student senator Stanley Knight, Convocation senator Mark Vessey, Principal, Green College, past Chair, Senate Lib. Com.	Room 753, Koerner Library 7 th Floor
9:45 – 10:30	<i>Open session</i> Brenda Peterson, Reference Librarian, HSS Shawna Parlongo, Distance & Flexible Learning Support Erin Fields, Humanities & Social Sciences Librarian Sally Taylor, Reference Lib., Woodward Biomedical Library. Paula Farrar, Music, Art & Architecture Librarian	
10:30 – 10:45	<i>Break</i>	
10:45 – 11:30	<i>Okanagan Campus Library</i> Heather Berringer, Chief Librarian, Okanagan Campus (via video)	
11:30 – 12:00	<i>Partnership with UBC IT</i> Jennifer Burns, Deputy Chief Information Officer, UBC IT (Vancouver) Allan Bell, Assoc. University Librarian, Digital Programs & Services	
12:00 – 1:00	<i>Lunch</i>	
1:00 – 1:15	<i>Break</i>	
1:15 – 1:45	<i>Library Advisory Committee Chairs:</i> Kevin McNeilly (Arts) Christina Sylka (David Lam/Sauder) William Schreiber (Biomedical Libraries)	
1:45 – 2:15	<i>CUPE representatives</i> Jaimie Miller, Monograph Acquisitions Coord., Tech. Services Karen Ranalletta, President CUPE 2950 Eleanor Wellwood, Technical Services Asst. Edita Michalek, Tech. Services Harry Young, Exec. Coordinator, Office of the UL	
2:15 – 2:45	<i>UBC Faculty Association</i> Kristina McDavid, Librarians & Archivists Committee Deena Rubuliak, Executive Director, UBC Faculty Association	
2:45 – 3:30	<i>Exceptional Workplace Committee</i> Ina Reiche, Director Human Resources and Co-Chair Megan Campbell, Co-Chair, Technical Services Chrissy Johnson, Human Resources Tomoko Kitayama, Technical Services	

	Shirin Eshghi, Asian Library Alicia Munro, Facilities Lois Marshall, Okanagan Campus Tara Stephens, Digital Initiatives	
3:30 – 4:00	<i>Student Advisory Committee</i> Benjamin Allard Sekeenah Mukhtar Stephanie Savage Dan Kim Maggie Su	
4:30 – 6:00	<i>Reception hosted by the Provost</i>	Sage Bistro at University Centre

Wednesday, 19 November		
8:30 – 9:15	<i>Library Advisory Board</i> Bill Ross John Leathley Don Laishley Uno Langmann	Arc Restaurant, Waterfront Hotel
9:15 – 10:00	<i>BC Council of Post-Sec. Library Directors</i> Gwen Bird, Dean, Simon Fraser University Library Anita Cocchia, Director, BC Electronic Network Kim Isaac, Director, Library Services, Univ. Fraser Valley Sandra Singh, Chief Librarian, Vancouver Public Library	Arc Restaurant, Waterfront Hotel
10:00 – 10:45	<i>Drive to UBC</i>	
11:00 – 11:45	<i>Support Staff Information Group</i> Megan Campbell, Serials Coordinator, Tech. Services Felicia de la Parra, Senior Library Asst., RBSC Edita Michalek, Serials Supervisor, Tech. Services Anne Miele, Reference Assistant (Woodward) Meghan Waitt, Collections Management Coordinator, Tech. Services Chrissy Johnson, HR Coordinator, Human Resources Lisa Larkins, E-resources Licensing Specialist, Tech. Services Sara Sara McGillivray, Financial Records Assistant, Finance & Facilities	Room 753 Koerner Library 7 th floor
11:45 -12:15	<i>First Nations Initiative</i> Linc Kesler, Director, First Nations House of Learning & Senior Advisor to the President on Aboriginal Affairs	

12:15 – 12:45	<i>Faculty Association</i> Mark Mac Lean	
12:45 – 1:30	<i>Finance, Provost's Office</i> Jenny Lum, director of Finance, Provost's Office	
1:30 – 2:00	<i>Lunch</i>	
2:00 – 2: 45	<i>Final meeting</i> Ingrid Parent, University Librarian Melody Burton, Deputy University Librarian	
3:00 – 4:00	<i>Exit interview</i> David Farrar (via conference call) Angela Redish	